

9-1-1994

Washington University Record, September 1, 1994

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Recommended Citation

"Washington University Record, September 1, 1994" (1994). *Washington University Record*. Book 661.
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Process mapping Team revolutionizes student registration

This is the first of two stories on process mapping efforts at Washington University. A subsequent story will detail the efforts of a team that is mapping the University's grant and contract administration process.

It is early fall and the campus is a flurry of registration forms, credit requirements, prerequisites, classroom schedules and adviser approval signatures.

Take a minute and imagine a paperless student registration process. Imagine a system without the hassles of pre-registration, manual registration, late registration and drop/add. Picture a student being able to confirm classes, access a single listing of all courses offered at the University, and see his or her course and grade history, as well as the credits he or she still needs to graduate, all with a few strokes of a computer keyboard.

Does this seem like a dream? Thanks to a method called cross-functional process mapping and a summer of hard work by dozens of employees involved in the student registration process, the dream eventually may become a reality.

Students, faculty and staff involved in student registration had long suspected that there was room for improvement. But until two grueling three-day process mapping sessions in June, no one realized how inefficient the system really was.

"We knew it was kind of bad but until we all sat down together in the same room and mapped out the entire process, we didn't realize how truly ugly the student

registration process was," said Stuart Yoak, Ph.D., University registrar.

Process mapping is a technique borrowed from business — specifically from the award-winning Motorola Inc. — to streamline and improve processes and reduce inefficient steps. The first two of three phases were facilitated by Charles J. Loew and Don Midgett, senior applications consultants at Motorola University. For six full days in June, about 40 staff, faculty and students sat around a horseshoe-shaped table in the West Campus Conference Center and meticulously dissected the student registration process step-by-step.

Student registration was targeted for the first, major process mapping effort because "it is a good example of a complex process that cuts across the entire University and is at the center of the student experience," explained Dennis Martin, assistant provost. In the course of student focus groups conducted by the Current Student Experience Cluster, it became clear that students want to be "well-served" while at Washington University. By streamlining registration, employees hope to improve the student experience.

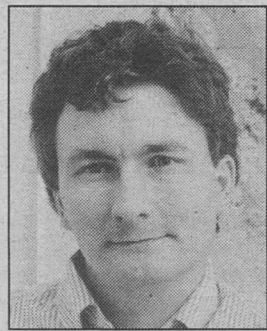
Phase one, the "as is" step, took place June 6-8. Participants identified the hundreds of steps involved in student registration and "flowcharted" them on a piece of paper taped to the wall. At the end of three labor-intensive days, when the detailed map covered all four walls, it became obvious that there were many inefficient steps, redundancies and unnecessary "loops." The

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Seismologist tells 'shocking' story of how he spent his summer vacation in South Pacific

The return of school in the fall prompts the inevitable question: "What did you do over the summer?"

Most people will be hard-pressed to top the summer experience of a Washington University team of seismologists. For the past two summers, the scientists have embarked on a working tour of two of the world's most exotic places — Tonga and Fiji in the South Pacific



Douglas A. Wiens

— to deploy seismographs on the quaint, tranquil islands. The charm of Rodgers and Hammerstein and "Margaritaville" aside, the locale is the source for two-thirds of the world's deep earthquakes.

The team, headed by well-known seismologist Douglas A. Wiens, Ph.D., associate professor of earth and planetary sciences, is making an exhaustive study of deep earthquakes in the region thanks to a three-year National Science Foundation grant.

Last summer, Wiens and research associate Patrick Shore, Ph.D., deployed eight seismographs on Tonga, Fiji and a tiny (approximately 2,500 people) island named Niue (New-way). In August Shore and Eric Roth, a doctoral student who works with Wiens, deployed three more seismographs on the islands. Either Shore or Roth also travels to the islands every three months to collect digital computer data from the machines. Their goal: a detailed look at deep earth structure and clues to the physical mechanism of deep

earthquakes, which typically occur hundreds of miles below sea level.

"We're in the ideal place to probe the questions scientists have about deep earthquakes," said Wiens. "This is the most active subduction zone for deep earthquakes anywhere in the world. We hope to get answers to questions about what happens during deep earthquakes and what physical forces cause them."

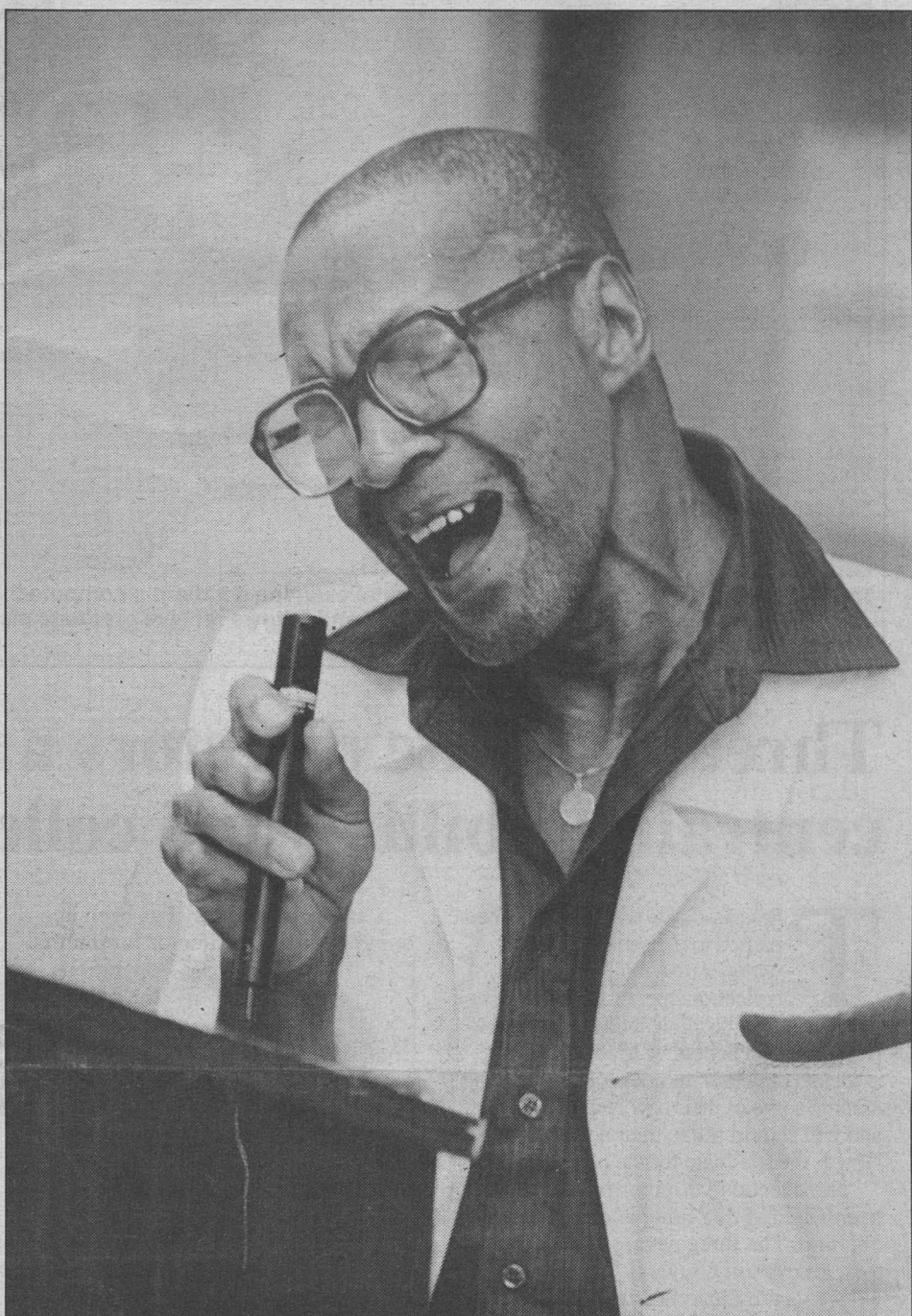
A subduction zone is a region where one of the Earth's gigantic, crust-supporting plates goes beneath another, creating various stresses that can cause earthquakes. Some seismologists believe that deep earthquakes occur from the same process as shallow ones — a slip along a brittle crack or fault in the Earth. But recent evidence leans toward the possibility of phase transformation — a change from one solid, for instance, graphite, to another, say, diamond — as the leading cause of deep earthquakes.

It has been thought that a major difference between shallow and deep earthquakes is that deep earthquakes lack aftershocks. However, Wiens' results may disprove this idea. The largest deep earthquake in 20 years occurred last March in the region Wiens is studying. Registering 7.6 in magnitude on the Richter Scale, that earthquake had uncharacteristically numerous aftershocks.

"The March earthquake happened right under the middle of all of our stations," he said. "The exciting thing is we've been able to record a huge number of aftershocks from that event."

Wiens said that the aftershocks seem to cluster along a fault plane that resembles the fault planes of shallow earthquakes.

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Melvin Hughes, a materials distribution assistant in the Department of Facilities Planning and Management, sang jazz to new students as part of an orientation program called "Kaleidoscope." He was accompanied on the piano by Phillip Dybvig, Boatmen's Bancshares Professor of Banking and Finance.

Through the 'Kaleidoscope'

Orientation gives new students look at America's ever-changing world

Before he arrived on campus, first-year student Andrew Kleiman never would have considered taking a women's studies course.

Now, after hearing a presentation on "Masculinities 1904-1994: Changing Role of Men," Kleiman has changed his mind.

"Masculinities 1904-1994: Changing Role of Men" was one of 21 presentations offered to Washington University's 1,304 new students through an orientation program called "Kaleidoscope," which made its debut Aug. 21.

The purpose of the program, which was held at sites on and off campus, was to offer the students an exciting look at the many facets of America's changing world since the 1904 World's Fair. The orientation theme, "Meet Me in St. Louis: 1904-1994," marks the 90th anniversary of the fair, which celebrated the Louisiana Purchase.

"Kaleidoscope" also was designed by Delores K. Kennedy, Ph.D., associate dean for freshmen, and Karen Levin Coburn, associate dean for student development, to introduce new students to faculty in an informal learning environment and acquaint them with St. Louis via a historical event — the World's Fair.

Architecture faculty led tours of architectural and historical sites in the city including Forest Park and residential

neighborhoods. Students also toured Union Station.

Presentation topics included "Baseball in St. Louis" by George M. Pepe, Ph.D., professor and chair of classics; Hollywood's portrayal of young women by Elaine P. Berland, Ph.D., associate dean of the Graduate School of Arts and Sciences; "Congress of Arts and Sciences at the World's Fair" by Salvatore P. Suter, Ph.D., professor and chair of mechanical engineering; "Advice From a Mother to a Daughter at the Turn of the Century" by

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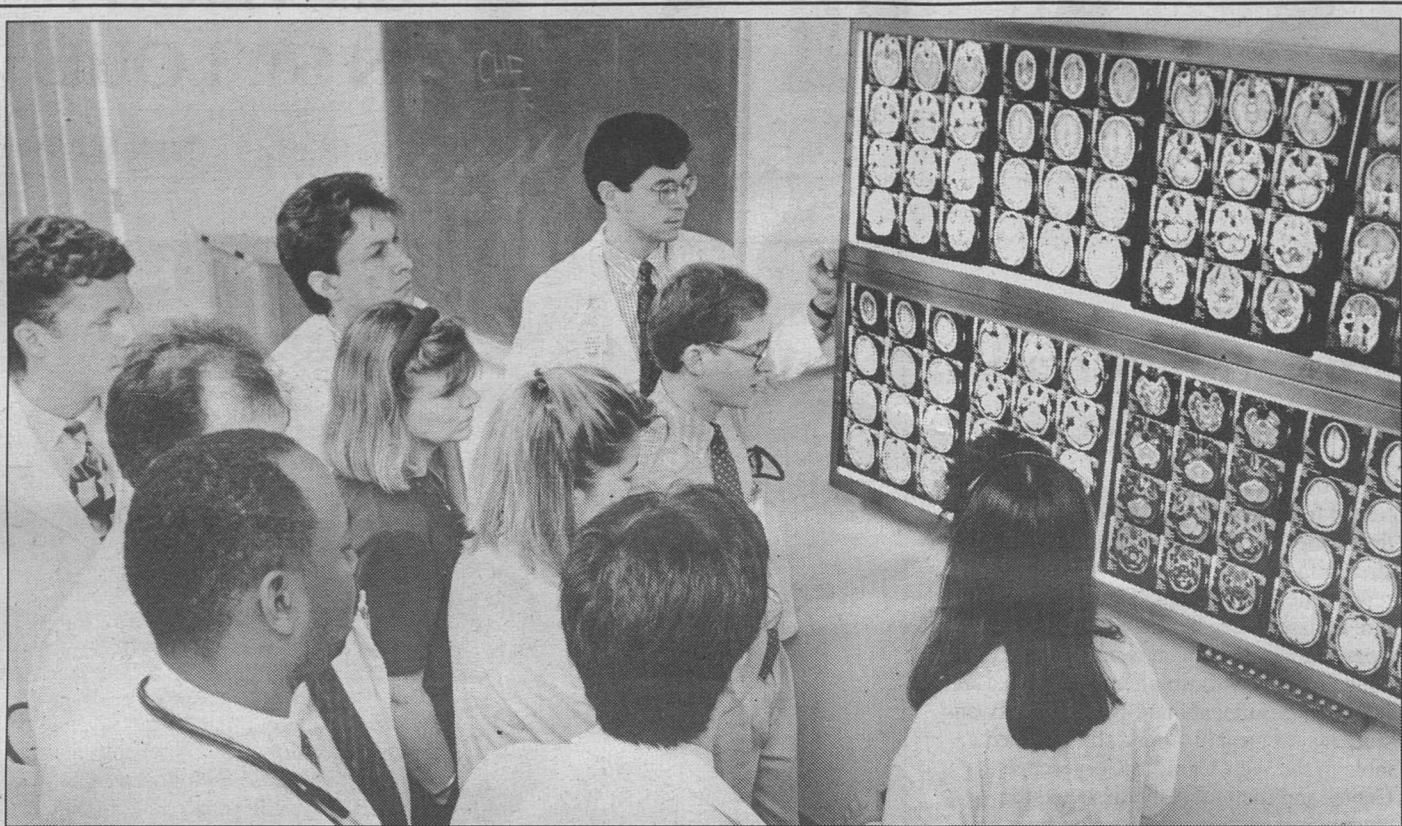
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United Way campaign kickoff encourages employees to volunteer Sept. 16-23

Medical Update



Internal medicine residents at Jewish Hospital examine a patient's computed tomography scan during their morning rounds. Each year, more than 1,100 residents and fellows receive graduate medical education at institutions affiliated with the School of Medicine.

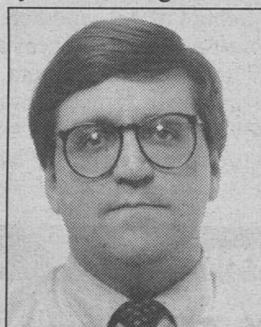
Three associate directors named for new centralized billing and collection operation

Three associate directors have been named to the senior positions within a new joint billing and collection operation being created to better serve the clinical departments and patients of the School of Medicine. The associate directors immediately will begin to assume some of their new responsibilities and will shift in full to their new roles by Nov. 1, the start date for the new service.

The executive director position has not been filled at this time, and the search is ongoing. The three new associate directors, all current University employees, will report to the executive director and have principal management responsibility for the three divisions that compose the new Washington University Shared Billing and Collection Service (WUSBCS).

The appointments were announced by the WUSBCS Management Board, which has responsibility for planning, creating and managing the joint service. The business managers of the clinical departments — Anesthesiology, Medicine, Neurology, Neurological Surgery, Obstetrics/Gynecology, Ophthalmology, Otolaryngology, Pathology, Pediatrics, Psychiatry, Radiology and Surgery — all serve on the board.

J. Alan Worsham has been appointed associate director for information systems. Since July 1993, Worsham has been systems manager in Patient Accounts for the Department of Surgery. He has directed information system activities for the billing office and managed software support, system operations, application development and management reporting. Worsham's responsibilities have included the conversion of the Division of Surgical Pathology to the Department of Surgery's computerized billing system.



J. Alan Worsham

Prior to his affiliation with the Department of Surgery, Worsham served as systems manager at the University of Tennessee Medical Group in Memphis and as systems manager for University Physicians in Columbia, Mo. He holds a bachelor's degree in computer science from the University of Missouri-Columbia.



Catherine A. Grady

Catherine A. Grady has been appointed associate director for internal operations. For the past four years, Grady has served as manager of Patient Accounts for the Mallinckrodt Institute of Radiology, where her responsibilities have centered on managing billing and collection, supervising a staff of 40 employees and preparing budgets and financial reports. She was instrumental in the transfer of Radiology's technical component charges to Barnes and St. Louis Children's hospitals.

Prior to joining Radiology, she was director of business services for Health Key, a multispecialty medical group. There, she gained experience in patient accounts in the specialties of internal medicine, obstetrics/gynecology, pediatrics, surgery, cardiology and others. She holds master's degrees in business administration and healthcare administration. Both degrees are from Washington University.



John W. Seay

John W. Seay has been appointed associate director for Departmental Support Services. Seay served for the past two years as director of billing and collections for the Department of Surgery. His principal responsibilities have been in the areas of directing physician billing, charge capture, ambulatory care, scheduling and IDX systems. Seay's strategic use of automation increased efficiency and lowered operating expenses in the department.

Before coming to the School of Medicine, Seay held positions of financial responsibility at centralized billing and collection operations at St. Louis University School of Medicine and the University of Missouri-Columbia. He has 15 years of experience in multispecialty academic group practice administration and holds a bachelor's degree in business

administration from Columbia College in Columbia, Mo.

Currently, each of the clinical departments at the School of Medicine sends out its own bill for physician services provided through its outpatient centers or at Barnes, St. Louis Children's and Jewish hospitals. Patients who receive multidisciplinary medical care for complicated conditions, such as liver failure, heart attack or stroke, get a bill from each of the medical school departments involved in the case. Likewise, each department currently manages its own collection operation and uses independent collection agencies when the need arises.

"Creation of the new Joint Billing and Collection Service will be a more 'patient friendly' and cost-effective approach to our billing and collection efforts," said James P. Crane, M.D., associate vice chancellor for clinical affairs and associate dean at the School of Medicine. "After the transition to the joint operation is complete, patients will receive itemized billing statements that list the charges for physician services rendered by each of the departments involved in the case. Centralized collections will simplify patients' contacts and inquiries on account status."

The reduction in paperwork associated with centralized billing should help the school and the other institutions of the Washington University Medical Center compete more effectively for managed care contracts. It is anticipated that the efficiencies associated with a more streamlined operation will generate significant cost savings, Crane added.

In the coming weeks, the search for an executive director will continue, and the associate directors will be filling several middle management and supervisory positions. According to school officials, the workforce of the new joint service will be made up primarily of Washington University employees who perform billing or collections tasks in the individual departments. About 220 employees will be shifted to the new operation, which will be housed in approximately 24,000 square feet of space in the University's West Campus building in Clayton. Renovation of that space is under way.

Beginning in November, individual departments will be merged into the new system one at a time. This "spindown" process is expected to take several months to complete.

Cell biology, physiology research teams receive \$3 million from NIH

Two research teams in the Department of Cell Biology and Physiology have received grants totaling more than \$3 million from the National Institutes of Health.

Philip Stahl, Ph.D., professor and head of the department, received a \$1.2 million four-year grant from the National Institute of General Medical Sciences to study endocytosis and cell trafficking. Cells use these processes to internalize particles and to shuttle materials to the proper locations in the cell. The processes are critical for a wide variety of basic cell functions, such as releasing hormones and neurotransmitters, destroying invading organisms and removing toxins from the blood. Stahl and his colleagues have identified several proteins that regulate this process; they will use the grant to look for additional regulatory proteins and to learn more about how they exert their control. The grant is a renewal for this project, which began in 1971.

Stahl received a second five-year grant of \$964,000 from the National Institute of Allergy and Infectious Diseases to study a bacterium called *Mycobacterium avium*, a close relative of the organism that causes tuberculosis in humans. The bacterium lives in protective sacks inside of cells and somehow blocks the cell trafficking mechanisms that normally would destroy it. The goal of Stahl's project is to learn how *Mycobacterium avium* escapes destruction. The work may lead to new ways to fight tuberculosis and similar diseases.

Robert Mercer, Ph.D., associate professor, received a \$945,000 four-year grant to study the sodium-potassium pump, a protein that sits on cell membranes and maintains the proper concentration of sodium and potassium in animal cells. The pump's activities are important for transporting nutrients, controlling cell volume and allowing electrical signals to travel in nerves and muscles. Mercer and his colleagues have expressed the genes for two of the protein's subunits, and they are continuing to study its structure, function and regulation. The grant, from the National Institute of General Medical Sciences, is a renewal for a project that began in 1988.

Record

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Record (USPS 600-430; ISSN 1043-0520), Volume 19, Number 2/Sept. 1, 1994. Published for the faculty, staff and friends of Washington University. Produced weekly during the school year, except school holidays, and monthly during June, July and August by the Office of Public Affairs, Washington University, Campus Box 1070, One Brookings Drive, St. Louis, Mo. 63130. Second-class postage paid at St. Louis, Mo.

Address changes and corrections:

Postmaster and non-employees: Send to Record, Washington University, Campus Box 1070, One Brookings Drive, St. Louis, Mo. 63130.

Hilltop Campus employees: Send to Office of Human Resources, Washington University, Campus Box 1184, One Brookings Drive, St. Louis, Mo. 63130.

Medical Campus Employees: Send to Payroll Office, Washington University, Campus Box 8017, 660 S. Euclid, St. Louis, Mo. 63110.

Washington
WASHINGTON UNIVERSITY IN ST. LOUIS

Washington People

Holloszy works to slow down aging process

John Holloszy, M.D., professor of medicine, practices what he preaches. He exercises and eats a low-fat diet.

While in the Washington University School of Medicine in the 1950s, he became intrigued by evidence from early cross-cultural studies that atherosclerosis and non-insulin dependent diabetes are largely preventable diseases and that lack of exercise and faulty eating habits are among the major culprits.

He completed medical school in 1957 and his residency three years later. Then, the Health Disease Control Program of the Public Health Services stationed him at the University of Illinois, where he studied the effects of exercise training on the cardiovascular system and serum lipids in middle-aged men.

"During those two years at the University of Illinois, I was very impressed by the large and rapid changes in metabolism and cardiovascular function that occur in response to exercise training," he said. "I became fascinated by the adaptive response to exercise and have stayed in that area of research."

After two years, he returned to Washington University to take a two-year fellowship in the Department of Biochemistry under Carl Cori, M.D. There he studied the insulin-like effect of exercise on glucose transport into muscle. He then joined the preventive medicine department as an assistant professor and continued his studies of the acute and long-term adaptive responses of skeletal muscle and other tissues to exercise.

While conducting these studies to explain how exercise training increases endurance and exercise capacity and normalizes fat and carbohydrate metabolism, he also established the groundwork for clinical studies on patients with heart disease, diabetes, high blood pressure and osteoporosis. This research began in 1974, after completion of the exercise research facility in the Irene Walter Johnson Rehabilitation Institute. At the same time, the Section of Applied Physiology was formed, and Holloszy was named director.

For the last 10 years, he and his co-workers have studied 60- to 72-year-olds to see if exercise can reverse changes once attributed to aging. Holloszy's hypothesis always has been that the deterioration in functional capacity with advancing age in our society is due to lack of exercise and not aging.

Different groups of researchers in the section are conducting studies on heart function, glucose metabolism, bone mineral metabolism, muscle protein synthesis and lipid metabolism. All the studies are supported by a National Institute on Aging grant.

"What really interested me was prevention of some of the chronic diseases, such as coronary atherosclerosis and adult-onset diabetes," said Holloszy. He has long thought these diseases are due to lifestyle factors.

What has long been obvious to Holloszy now is catching on with others. "No one has had a larger impact in shaping the scientific community," said Kenneth Baldwin, Ph.D., now a professor of physiology and biophysics and senior associate dean for academic affairs at the University of California at Irvine College of Medicine. Baldwin was a postdoctoral fellow in Holloszy's lab from 1970 to 1973.

"Based on the quality of people he's trained who are now exerting their impact, and his own research contributions, he is the No. 1 individual in the United States in applied muscle biology, exercise physiology and related disciplines," said Baldwin.

Holloszy is considered one of, if not *the* pioneer in the field. "I've been involved since the field started," he said. "I sort of started the biochemistry of exercise field. It was fun being in at the beginning of an area of research."

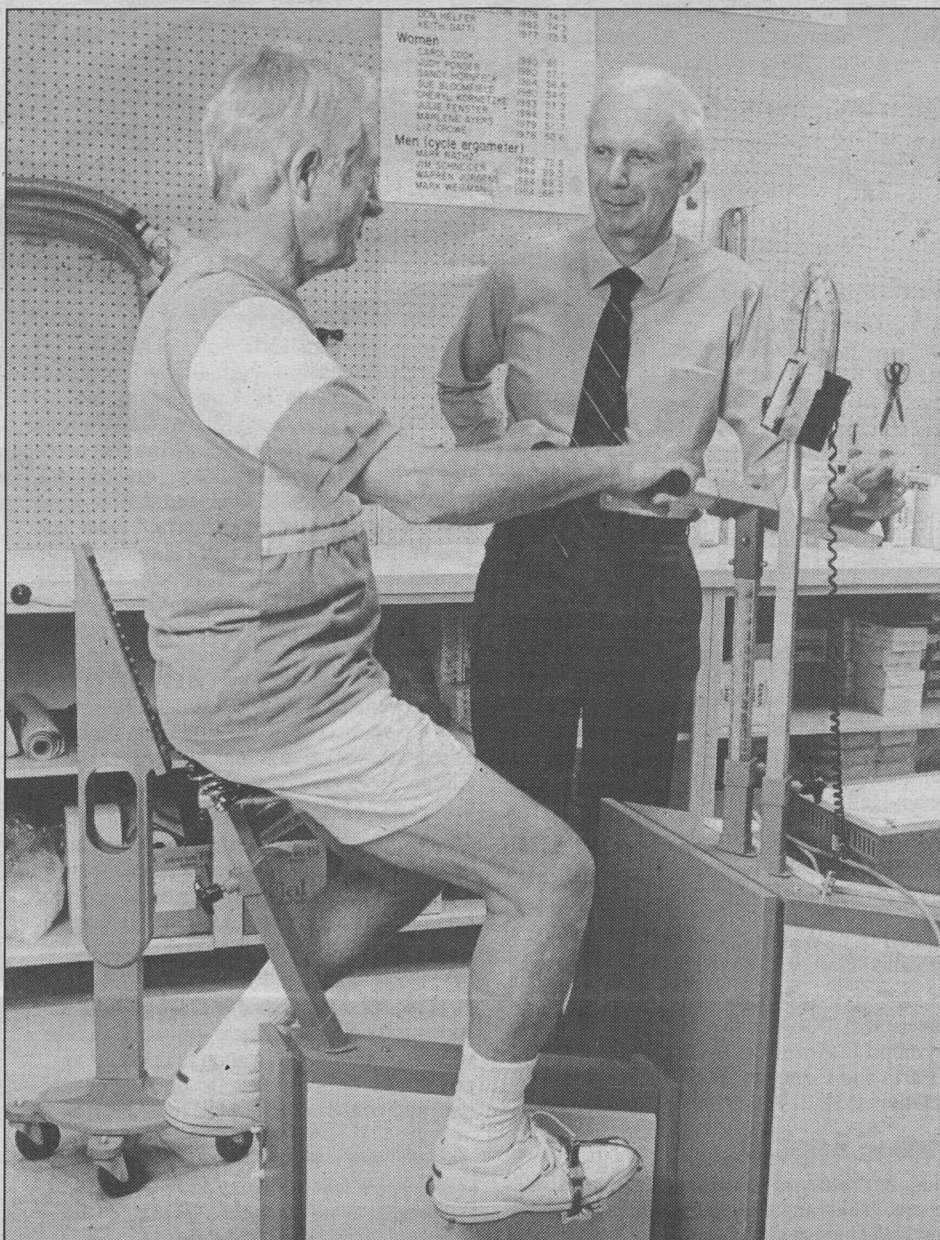
Applied physiology does not move as fast as other areas, he said. "It's not a very glamorous, high prestige area, and there aren't a lot of researchers in it. But the National Institute on Aging recognizes the practical value of keeping older people independent."

The National Institute on Aging, part of the National Institutes of Health, has recognized the value of his research. He received his first grant from the institute when he was still a postdoctoral fellow at the medical school. "I had the grant at the time I signed on," said Holloszy, "and I still have the same one. I've had it for almost 30 years."

But long before his grant, Holloszy's dreams were not of medicine. Born in Vienna, Austria, he dreamed of becoming an explorer. "I wanted to explore uncharted territory, discover new lands," he said.

When Holloszy was 5 his family moved to India. His father was a dentist and worked for the maharaja of Bikaner, a city in northwestern India. During his teenage years, Holloszy attended an American school in the Himalayan mountains.

"The school was very interesting," he said. "It was run by Americans, most of whom were missionaries. It was rather like the United Nations in the mix of kids who went there — Indians, a number of Europeans like myself, embassy kids, business people's kids and of course a lot of American missionaries' kids — all from different backgrounds."



John Holloszy, M.D. (right), professor of medicine, with exercise and aging study participant Norm Landgraf.

"I'm essentially doing what I wanted to do when I was little — explore. That is what research is."

He became self-reliant at an early age. "I was going to boarding school, traveling on the trains by myself," he said. "Often we'd go on camping trips, just two or three fellows."

As Holloszy got older, he realized there weren't too many uncharted lands left to explore. "So I thought I'd become an archaeologist or anthropologist," he said. "I had romantic ideas about what that was like, an Indiana Jones type of thing."

His father convinced him there was no future in archaeology or anthropology, and so Holloszy turned to medicine. Alone, at age 17, he moved to the United States. He chose Oregon, where his family had friends, and enrolled in Oregon State College. After scoring high on aptitude tests, Holloszy decided to pursue a medical career. A visit from a recruitment officer sold him on Washington University.

"At the time I began work in this area, most of us thought of exercise as an intervention and I think most people still do," he said. "But it's pretty evident now that metabolic diseases of middle age associated with weight gain are due to an exercise deficiency."

Despite his demanding schedule, Holloszy makes sure he exercises. He burns about 4,000 calories per week in a combination of strenuous work on exercise equipment, mostly rowing and cycling, and walking with his terrier, Ralph.

Holloszy said he believes one of our major public health problems now is central obesity or middle-age spread. "I'm not just talking about gross obesity, but the gain of 20, 30, 40 pounds between the ages of 20 and 50," he said.

He said this weight gain seems to happen to just about everybody in our society who doesn't either diet or exercise. "The weight gain occurs in spite of the progressive decrease in the amount of food eaten as you get older," Holloszy said. "Most people in their 60s eat about 200 to 300 calories less than when they were in their 20s, yet they still gain weight because they are not moving around. The amount of exercise needed to prevent that weight gain is relatively small, just as the amount of excess calories per day needed to gain 20 to 30 pounds over a length of time is small."

Because this weight gain often is associated with the development of high insulin levels, abnormal lipid levels, heart disease, diabetes and, in many cases, hypertension, Holloszy said he believes it should be a major focus of healthcare prevention for the nation.

During first lady Hillary Clinton's visit in March, she requested a tour of Holloszy's exercise and aging program facility, and he discussed his thoughts on prevention with her. "She agreed," said Holloszy. "But there's not much interest in (preventive medicine). It's too simple, people want something they can inject, take by mouth, or spray on."

In spite of public attitudes, Holloszy and his team continue their groundbreaking research. The project now is moving into a new area, looking at people over the age of 78 who are physically frail. The goal, said Holloszy, is to see if it is possible to improve daily functioning in people who are in danger of ending up in nursing homes.

Holloszy gives most of the credit to his research team. "I organized the studies, and am director of the core, but the research projects are largely designed and done by other people," he said.

He also remains active in the biochemical research he started as a fellow. "It relates to the prevention and treatment of the type of diabetes that is due to the resistance to the action of insulin," he said. That type of diabetes makes up about 85 percent of the diabetes occurring in this country. He thinks exercise is a very powerful counter to the resistance.

In addition, he studies animals to determine the effect of exercise on longevity. "I'm looking at the effects of various interventions such as antioxidants in the diet," he said. "Basically, we're looking at ways to slow down the aging process."

Teaching remains a focus for Holloszy as he continues to train postdoctoral students and now has many former students located around the globe. He looks forward to international meetings as an opportunity for reunions.

Students tend to keep in touch and cite Holloszy as a major influence on their careers. Frank Booth, Ph.D., professor of physiology and cell biology at the University of Texas Medical School in Houston, said working in Holloszy's lab was invigorating. "It was probably the most exciting time of my life. Dr. Holloszy is an incredible intellect. Just being around someone with that power is exciting."

Booth said the most valuable thing he learned during that time was critical thinking. "He taught me how to take a problem and access it. That alone has made a tremendous difference in my career."

When working with Holloszy, Baldwin said, "The student knew who the master was at all times. Just when you thought you had an idea, he had a better, more well-thought out, coherent one. His ideas were always the best."

Baldwin also said Holloszy has a national reputation for mentoring, helping and guiding people in research careers. "He also is influential in helping people become better communicators," said Baldwin. "He is a gifted writer and helps his postdocs acquire the skills to communicate science to the community."

According to Baldwin, Holloszy's lab was a scientific hotbed. "There was always a number of strong science projects, young investigators involved in projects and many things going on. It was the epitome of using the teamwork approach to solve scientific issues. There was high productivity and lots of discussion. It was excellent training."

Both former students agree that Holloszy is a giant in his field, with a reputation that is unsurpassed. "The ideas just keep coming," said Baldwin.

Connie Holloszy, his wife of 37 years, agreed, saying, "He always has another idea. Making a discovery, that's what keeps him going."

Holloszy himself put it best. "It's very exciting and satisfying," he said. "I'm essentially doing what I wanted to do when I was little — explore. That is what research is. The area of biology is a huge area to explore and the number of unsolved questions is unlimited. It's extremely exciting."

— Mary Carollo

Calendar

Sept. 1-10



Exhibitions

"A Gallery of Modern Art." Features 85 19th- and 20th-century masterpieces from the Gallery of Art's permanent collection, considered one of the finest university collections in the country. Through Oct. 16. Opening reception: 7 p.m. Sept. 9. Gallery of Art, upper gallery, Steinberg Hall. Hours: 10 a.m.-5 p.m. weekdays; 1-5 p.m. weekends. 935-5490.

"Herb Weitman: Quintessential Campus Photographer." Features the work of renowned Washington University photographer Herb Weitman, including 50 black-and-white and color photographs of the University's campus, students and professors. Through Sept. 11. Gallery of Art, lower gallery, Steinberg Hall. Hours: 10 a.m.-5 p.m. weekdays; 1-5 p.m. weekends. 935-5490.

"Orpheus on the Mississippi: 19th-Century Music Publishing in St. Louis." Sponsored by Gaylord Music Library and Special Collections. Exhibit features examples of sheet music from Gaylord Music Library's collection. Through Sept. 11. Olin Library, Special Collections, Level 5. Hours: 8:30 a.m.-5 p.m. weekdays. 935-5495.

"Posters of Leonetto Cappiello." Features works of Cappiello, an artist who is renowned for his ability to produce image association. He has been described as the father of modern advertising. Through Sept. 11. Some posters will be for sale. Bixby Gallery, Bixby Hall. Hours: 10 a.m.-4 p.m. weekdays; 1-5 p.m. weekends. 935-4643.



Films

Thursday, Sept. 1

7 and 9 p.m. Filmboard Classic Series. "Craig's Wife" (1936, B&W). Room 100 Brown Hall. Cost: \$3. For 24-hour Filmboard hotline, call 935-5983.

Friday, Sept. 2

7 and 9 p.m. Filmboard Feature Series. "Philadelphia" (1993). (Also Sept. 3, same times, and Sept. 4 at 7 p.m.) Room 100 Brown Hall. Cost: \$3.

Midnight. Filmboard Midnight Series. "The Breakfast Club" (1985). (Also Sept. 3, same time, and Sept. 4 at 9:30 p.m.) Room 100 Brown Hall. Cost: \$3.

Wednesday, Sept. 7

7 and 9 p.m. Filmboard Foreign Series. "Nosferatu" (1922, B&W, silent). (Also Sept. 8, same times.) Room 100 Brown Hall. Cost: \$3.

Friday, Sept. 9

6:30 and 10 p.m. Filmboard Feature Series. "Short Cuts" (1993). (Also Sept. 10, same times.) Room 100 Brown Hall. Cost: \$3.



Lectures

Thursday, Sept. 1

Noon. Genetics seminar. "The Behavior of Trinucleotide Repeats in Fragile X Syndrome (FRAXA) and FRAXF." David Nelson, asst. prof., Dept. of Molecular and Human Genetics, Baylor College of Medicine, Waco, Texas. Erlanger Aud., McDonnell Medical Sciences Bldg. 362-2744.

2:30 p.m. Mechanical engineering seminar.

"Electric and Magnetic Detection of Electrical Activity in the Heart and Brain." Jaakko Malmivuo, prof. and director, Ragnar Granit Institute, Tampere U. of Technology, Tampere, Finland. Room 100 Cupples II Hall. 935-6055.

Friday, Sept. 2

4 p.m. Music lecture. "Tchaikovsky's Music and Homophobia: A Reception History," Malcolm Brown, prof. emeritus of musicology, Indiana U. School of Music. Alumni House Living Room. 935-5581.

Tuesday, Sept. 6

4 p.m. Chemistry seminar. "Lewis Acid Catalysis: Better Understanding Asymmetric Reactions," Marcello Di Mare, asst. prof. of chemistry, U. of California, Santa Barbara. Room 311 McMillen Lab. 935-6530.

Wednesday, Sept. 7

8 a.m. Obstetrics and Gynecology Grand Rounds. "Preconceptual Counseling: What Do Patients Really Understand?" Alfred B. Knight, prof. and chair, Dept. of Obstetrics and Gynecology, Scott-White Clinic, Texas A&M U., College Station, Texas. Clopton Aud., 4950 Children's Place. 362-3122.

4 p.m. Physics colloquium. "Making and Using Moles of Nuclear Spin Polarized Gases," Will Happer, prof. of physics, Princeton U., Princeton, N.J. Room 245 Compton Hall. 935-6252.

Thursday, Sept. 8

1:10 p.m. Social work lecture. "The State of Children and Families: A Reality Check," David Liederman, executive director, Child Welfare League of America, Washington, D.C. Brown Hall Lounge. 935-4909.

3 p.m. African and Afro-American studies lecture. "The World From Behind the Veil: Afro-Americans and Foreign Affairs, 1935-1960," Brenda Gayle Plummer, prof., Dept. of History, U. of Wisconsin, Madison. Room 221 McMillan Hall. 935-8556.

4 p.m. Earth and planetary sciences colloquium. "Quaternary Geology of Egypt," Raymond E. Arvidson, prof. and chair, Dept. of Earth and Planetary Sciences. Room 362 McDonnell Hall. 935-5610.

Friday, Sept. 9

Noon. African and Afro-American studies lecture. "Haiti and the United States: Containment and Quarantine," Brenda Gayle Plummer, prof., Dept. of History, U. of Wisconsin, Madison. Room 217 McMillan Hall. 935-8556.

Noon. Cell biology and physiology seminar. "Src Family Kinases: Still Oncogenes Without Function," Andrey S. Shaw, asst. prof., Dept. of Pathology. Cori Aud., 4565 McKinley Ave. 362-4614.



Music

Thursday, Sept. 8

5 p.m. Wind ensemble concert. "Pops Concert at Bowles Plaza," directed by Dan Presgrave, instrumental music instructor and lecturer in music. Bowles Plaza, Mallinckrodt Center. 935-5581.



Miscellany

Thursday, Sept. 1

4:30-6:30 p.m. Student Activities Fair. Learn about the University's nearly 200 student organizations, including religious, academic, student government, community service and many more. Outside Olin Library. 935-5994.

Monday, Sept. 5

7 p.m. Rosh Hashanah services. Egalitarian Conservative service in Edison Theatre. Reform service in Goldfarb Hillel Center, 6300 Forsyth Blvd. 726-6177.

form service in Goldfarb Hillel Center, 6300 Forsyth Blvd. 726-6177.

Tuesday, Sept. 6

9 a.m. and 7 p.m. Rosh Hashanah services. Egalitarian Conservative services in Edison Theatre. 726-6177.

10 a.m. Rosh Hashanah service. Reform service in Goldfarb Hillel Center, 6300 Forsyth Blvd. 726-6177.

Wednesday, Sept. 7

9 a.m. Rosh Hashanah service. Egalitarian Conservative services in Edison Theatre. 726-6177.

8 p.m. Poetry reading. Jennifer Atkinson, prize-winning poet, lecturer and author of *The Dogwood Tree*, will read from her works. Hurst Lounge, Room 201 Duncker Hall. 935-5187.

Saturday, Sept. 10

8 a.m.-12:30 p.m. Office of Continuing Medical Education seminar. "Diagnosis and Current Treatments: Parkinson's Disease, Dystonia, Drug-induced Movement Disorders." WU faculty includes Joel S. Perlmutter, assoc. prof. of neurology and radiology and director, Movement Disorders Clinic and Parkinson's Disease Information and Referral Center, and Lee W. Tempel, asst. prof. of neurology. Guest faculty includes John G. Nutt, prof. of neurology and pharmacology, Oregon Health Sciences U., and director, The Parkinson's Center of Oregon, Portland, and Mark Stacy, asst. prof. of neurology and director, Parkinson's Disease and Movement Disorders Center, Columbia, Mo. Co-sponsored by the American Parkinson Disease Association. Wohl Aud., 4960 Children's Place. For registration and credit info., call 362-6893.

10 a.m. Volunteer orientation. "Community Connections Volunteer Orientation," Wendy Hyman-Fite, director, English as a Second Language program, and Luisette Behmer, Host Family Program coordinator. Stix International House. 935-4787.

10 a.m.-noon. University College fiction writing workshop. This eight-week fiction workshop will explore such techniques as creating an environment, developing characters, and constructing a plot. Instructed by

Barbara Eldridge, adjunct faculty member, Dept. of English. Cost: \$185. For credit and registration info., call 935-6788.

10 a.m.-noon. University College poetry writing workshop. This eight-week poetry workshop will include instruction in imagery, diction, rhythm and form. Instructed by Jeff Hamilton, graduate student, Dept. of English. Cost: \$185. For credit and registration info., call 935-6788.

10 a.m.-noon. University College playwriting workshop. This eight-week playwriting workshop will discuss all aspects of playwriting and practical advice on production and marketing. Instructed by Joan Lipkin, author and artistic director of That Uppity Theatre Company in St. Louis. Cost: \$185. For credit and registration info., call 935-6788.

10 a.m.-noon. University College non-fiction writing workshop. "The Varieties of Creative Non-Fiction" will explore the essay tradition, autobiography, travel writing and nature writing. Instructed by Rockwell Gray, adjunct faculty member, Dept. of English. Cost: \$185. For credit and registration info., call 935-6788.

Calendar guidelines

Events sponsored by the University — its departments, schools, centers, organizations and its recognized student organizations — are published in the Calendar. All events are free and open to the public, unless otherwise noted.

Calendar submissions should state time, date, place, sponsor, title of event, name of speaker(s) and affiliation, and admission cost. Quality promotional photographs with descriptions are welcome. Send items to Judy Ruhland at Box 1070 (or via fax: 935-4259). Submission forms are available by calling 935-4926.

The deadline for all entries is noon Tuesday one week prior to publication. Late entries will not be printed. The Record is printed every Thursday during the school year, except holidays, and monthly during the summer. If you are uncertain about a deadline, holiday schedule, or any other information, please call 935-4926.

Sports

The following is compiled by Mike Wolf, director of sports information, and David Moessner, assistant director.

Volleyball

Whether the rallying cry comes in the form of "The Drive for Five" or "Four-Peat," the message is the same: Washington University's women's volleyball team is back for more.

Having officially reached dynasty status with their third consecutive NCAA Division III crown — and fourth title in five years — Coach Teri Clemens' Bears have reached the stage where it is not enough to simply contend for the national championship. They're expected to win it. They, themselves, expect to win it.

This year's edition appears more than up to the task.

Returning for their senior seasons are a pair of first team All-Americans in middle blocker Amy Albers, Washington, Mo., and outside hitter Anne Quenette, Springfield, Ill.

Albers, last year's consensus Division III Player of the Year, is arguably the top player ever to come through the Division III ranks. The latest evidence came this summer when she earned an invitation to participate in the U.S. Olympic Festival.

Quenette, though camouflaged over the years by the Bears' dominant middle attack, is a premier left-side hitter. She joins former Player of the Year Kathy Bersett as the only two Bears ranked in the University's top 10 in every major statistical category.

Washington University's third returning starter is junior outside hitter Nikki Gitlin, Roslyn, N.Y., who was among the nation's leaders with 101 service aces in '93.

The defending national champions

make their first home appearance Sept. 9-10 at the Washington University Classic.

Football

With the loss of 16 seniors, several of whom were key starters, Washington University must rely on some of its younger talent to notch its fourth winning season since 1990. Coming off a 6-4 season in 1993, the Bears return five starters on defense, three starters on offense and all of their key specialists.

Defensively, four all-conference players return, led by middle linebacker Matt Gomric, Belleville, Ill., a 1994 preseason All-America pick. Gomric, at 5-foot-9, 182 pounds, has led the Bears in tackles the last two seasons and is on pace to shatter the school's all-time mark.

Other all-UAA performers include linemen Daric Brege, Akron, N.Y., Aaron Boehm, Beavercreek, Ohio, and Jeremy Bellinghausen, Colorado Springs, Colo.

Washington's biggest holes are on offense where it must replace quarterback Aaron Keen, the holder of 11 school records, All-American tackle Jeff Doyle and first-team all-league tight end John Keen. The good news for the Bear offense is that four of their top five running backs return, led by senior Todd Hannum, Maryville, Tenn., who rushed for 1,060 yards last year. Hannum, named a Division III preseason All-American running back, is also one of the nation's top punt returners.

The Bears open the season at home at 7 p.m. Sept. 10. Washington has posted a combined record of 23-17 over the last four seasons.



The Kronos Quartet attracts a younger audience than the traditional classical music crowd. The ensemble will open the 1994-95 "OVATIONS!" season with performances at 8 p.m. Sept. 16-17 in Edison Theatre. Pictured from left to right are John Sherba, David Harrington, Joan Jeanrenaud and Hank Dutt.

Kronos Quartet 'shakes up' classical music

Edison Theatre will be the site of what many say is a long-overdue return visit by the Kronos Quartet. The ensemble will open the 1994-95 "OVATIONS!" season at 8 p.m. Sept. 16-17. The quartet will perform a special concert for children to kick off the "ovations! for young people" series at 2 p.m. Sept. 17.

The San Francisco-based Kronos Quartet last performed at Edison Theatre in early 1990. Since then, the foursome has built on its reputation as chamber music's premier performers of 20th-century compositions.

The group's 1994 visit will feature the St. Louis premiere of Nubian musician and vocalist Hamza El Din, who appears on the quartet's latest recording, "Pieces of Africa." El Din will perform "Escalay," which has been called a "harrowingly

beautiful piece in which the artist laments for his village, which was flooded, and its people, forced to relocate after the Aswan High Dam was built."

"To open the Edison season with a group like Kronos Quartet is very exciting, especially knowing how their work has grown and evolved since their 1990 performance here," said Evy Warshawski, managing director of Edison Theatre. "Hamza El Din will push this already phenomenal event over the edge with the richness and texture he contributes."

The quartet's repertoire at Edison also will include compositions by H.M. Gorecki, Scott Johnson, Brent Michael Davids, Hirokazu Hiraiishi and John Oswald. Rolling Stone magazine has said that the Kronos Quartet has shaken up classical music the same way the Beatles

shook up pop. They play classical instruments — the violin, viola and cello — in stylish, sometimes rock-star-like garb that is a far cry from traditional symphony attire. This, coupled with the selections they perform, has helped the quartet reach a younger and hipper audience than the traditional classical music crowd, much like the Beatles managed to attract listeners a generation older than their screaming Beatlemania.

Tickets to "OVATIONS!" events are \$20. Tickets to "ovations! for young people" events are \$10. Discounts are available for students and senior citizens, and subscription rates also are available. Tickets are available at the Edison box office or through Metrotix at 534-1111.

For more information, call 935-6543.

United Way campaign kickoff encourages employee volunteerism

If you're one of those people who would love to volunteer at an area charity if only you had more time, "Days of Caring" is the project for you.

"Days of Caring" will bring together teams of employees from local businesses and institutions to participate in half-day and full-day group volunteer projects at United Way-affiliated agencies across the metropolitan area Sept. 16-23.

Employees who receive clearance from their supervisors may take time off to volunteer during Washington University's "Days of Caring." In a letter to deans, directors and department heads, Chancellor William H. Danforth wrote, "While we encourage employees to participate in the program, I understand the pressures on all of us to do our jobs here on the Hilltop Campus. It is up to each manager to decide whether employees in his/her area can be released for this activity during regular working hours." Volunteer opportunities are available on the weekend for those who are unable to leave during the week.

The program, which kicks off the 1994 United Way campaign, gives people an opportunity to do much-needed work, while making it possible to see first-hand the services these agencies provide.

Employees may sign up for half- or full-day projects at United Way agencies during that week. Half-day sessions run approximately from 9 a.m. to noon or from 1 to 4 p.m.; full-day sessions are from 9 a.m. to 4 p.m. Volunteer projects might include food and clothing drives, restoration and repair work, work with children or the elderly, clerical or administrative help, or delivering meals to the homebound, among other areas.

Employees can volunteer individually or as part of a team. "This gives employees a chance to work with their colleagues and, at the same time, do a good thing," said Harry Kisker, vice provost. Kisker is coordinating the Washington University effort.

Volunteers must fill out a commitment form, and obtain clearance from their supervisor (if taking time off work). Commitment forms are available from department heads, or by calling Kisker at 935-4809. The registration deadline is Sept. 10. Release forms should be returned to Kisker at Box 1141. Volunteers also can register by calling the United Way at 539-4107.

Faculty, staff members spread enthusiasm at new student orientation — from page 1

Susan R. Rava, Ph.D., senior lecturer in Romance languages and literatures; a World's Fair slide show and works on exhibit in the Gallery of Art by Angela Miller, Ph.D., associate professor of art history and archaeology; and a history and tour of Washington University buildings presented by Ralph E. Morrow, Ph.D., professor emeritus of history and University historian. The presentation was based on Morrow's forthcoming book, tentatively titled "Washington University in St. Louis: A History."

Don Conway-Long, an instructor in women's studies and a doctoral candidate in anthropology, presented the session on masculinity, where he divided students into small groups and compared masculine and feminine roles from the late 19th century to the present. After the session Kleiman, an international business major who hails from Fort Lauderdale, Fla., said he plans to take a women's studies class in the future, he hopes with Conway-Long.

"Kaleidoscope is a great idea. It expands your horizons," said Kleiman. "I never would have considered women's studies. I didn't think it was for me. I had a total misconception. My concept was more of a closed group kind of thing that was only for women. Now I see it as a totally encompassing field where men can learn too. That was the most important aspect I got (from the session)."

Kleiman also welcomed the opportunity to be part of a college classroom environment. "I was eager to sit in a class," said Kleiman. "Through 'Kaleidoscope' I was exposed to what Washington University has to offer educationally."

Roommates Seema Ahmed and Nikki Vines, both first-year students from St. Louis, enjoyed Conway-Long's presenta-

tion as well. Both said he showed them that despite best-selling books to the contrary, women and men are not all that different.

"The main differences are only there because of society," said Vines, who, along with Ahmed, graduated from Lafayette High School in Ballwin. Ahmed agreed. "The differences between gender is a mindset," she said.

"Kaleidoscope" is different from many other college offerings because it reaches

"It's important to welcome new members of the community and let them know about the staggering collection of diverse talent here."

— Allen M. Schwab

across school lines, said Coburn. "Kaleidoscope" encourages students to ponder topics outside their immediate areas of interest, she noted, adding that students attended presentations based on where they live in the residence halls. Consequently, students interested in a variety of

fields attended sessions together. They were not separated by schools or majors as they are in many college programs, Coburn added.

The program also allowed faculty members to deliver presentations within and outside of their disciplines. Henry I. Schvey, Ph.D., professor of drama and chair of performing arts, spoke on theatre in St. Louis from the 1904 World's Fair to the present. Allen M. Schwab, Ph.D., associate dean of the School of Engineering and Applied Science and director of its Dual Degree Program, spoke on "Jazz, Blues and 'Meet Me in St. Louis, Louis': An Illustrated Look At Their Impact on American Culture." He was joined by singer Melvin L. Hughes, a materials distribution assistant in the Department of Facilities Planning and Management, and pianist Philip H. Dybvig, Ph.D., Boatmen's Bancshares Professor of Banking and Finance.

Faculty involvement in orientation is a terrific idea, said Schvey. "It gives students an immediate sense of what's happening on campus. It's very important for students to know what kinds of extracurricular activities there are for them. The Edison Theatre is not just here for performing arts students. Any students can audition for our plays, and this is different from the situation that exists at most other universities."

"Kaleidoscope" allowed the students to see faculty "in a whole different light. The students saw faculty who talked enthusiastically about areas outside of their academic appointments," said Schwab, who discussed, with the help of Scott Joplin, Bessie Smith and other recordings, the connection between arts, cultural history and music during the World's Fair period.

"It's important to welcome new members of the community and let them know about the staggering collection of diverse talent here," Schwab said, adding that the program also helped faculty meet colleagues from other schools.

The students gave the jazz session a thumbs-up. "The live music was unexpected and was very, very good," wrote one student on a program evaluation. "I would like to hear the guys play again!" Another student wrote that the presenters gave students an opportunity to learn about something different.

As newcomers to the city, the students also enjoyed the architectural and historical tours of St. Louis, which gave them an opportunity to learn about their adopted home for the next four years. Architecture professors Sheldon S. Helfman, John Hoal and Donald C. Royse, Ph.D., led the tours of Forest Park and other city sites while Union Station representatives led tours of the renovated train station. A group of students participated in a program at the Missouri Historical Society as well.

"I enjoyed giving the students, who study disciplines other than architecture, an appreciation of cities and the environment in which we live," said Hoal, visiting assistant professor of architecture.

"St. Louis is a unique city and has a rich heritage, which a student can continue to explore throughout his or her time at Washington University. I also think it's very important, regardless of the career a student pursues, to understand architecture and cities, so that he or she can participate as responsible citizens in creating communities wherever he or she is. 'Kaleidoscope' provides an ideal forum for faculty and students to begin these discussions." — Carolyn Sanford

Proposed changes to student registration

The registration process mapping team is recommending several changes be made to the University's student registration process. The team recommends the University develop a system that:

- is on-line and real-time.
- provides confirmation of classes selected.
- provides a uniform listing of all courses offered at Washington University.
- has a "shopping period," eliminating pre-registration, manual registration, late registration and the add/drop period.
- separates registration from payment.
- integrates advising into the process and improves the quality of advising.
- assigns classrooms, minimizing reassignment.
- provides an on-line student record and a degree audit system.
- standardizes processes and moves toward a paperless system.

Team strives for paperless system — from page 1

map illustrated a system that had evolved over time — not by design — that involved many offices, a lot of paper, and was confusing to students, faculty and staff.

"This is the first time we had all been in a room together," Yoak said. "As we went through the mapping, people who had been working in their own separate areas saw the steps preceding and following theirs. They saw the big picture. And they realized that because so much was being done in isolation, they had no way of knowing that things they were doing were causing problems for others down the line. It was a real discovery process, and it energized us for the work ahead of us."

A communications effort took place between phases one and two. The lengthy maps were hung in 10 spots around campus. Yoak and Martin made a presentation describing the process to the University Management Team. And Yoak met individually with deans from the schools to walk them through the process mapping effort.

"While the maps were up around campus, people would call and say, 'What in the world is that?'" Yoak said. "One professor looked at the map and figured out what it was, which is amazing in itself, and called to say he had some ideas that might help."

Phase two, creating the "should be" map, took place June 27-29, also at West Campus. The first day comprised an eight-hour brainstorming session as participants identified the possible solutions and ways to improve the registration system. By the end of the day, the walls were papered with 300 ideas — "everything from the forest to the trees."

"By this time, we had begun to function as a group," Yoak said. "There wasn't a single person there who wasn't comfortable raising his or her hand. What was unusual was the truly democratic nature of the process. There were deans, department heads, the provost, faculty, students, advisers all around the table but, for example, what (Provost) Ed Macias had to say carried no more weight than what others had to say."

With 300 ideas on paper, the next obvious step was selecting the key elements that the group agreed were the most important. The gargantuan task was accomplished with the help of round colored stickers. Each color signified a point value and participants circled the room, placing the stickers on the ideas they felt were the most crucial to an ideal student registration system. Some people put all their dots on a single idea. Others spread them out. Many tried to convince colleagues to support the ideas they felt were the most important. But at the end of the exercise, 10 ideas rose to the top of the polka-dotted list.

The group then redrew the map of the student registration system to reflect these 10 key elements. Slowly, with Loew's assistance, participants walked through the process, eliminating redundant and inefficient steps along the way. Not surprisingly, the "should be" map is significantly smaller than the "as is" map.

On the last day of this phase, 40 action

teams were assigned to accomplish the specific tasks required to make the "should be" map a reality. Participants volunteered to lead the action teams and recruit employees who had a role or stake in the development of that task. For example, Wayne Hanebrink, Ph.D., associate dean in the College of Arts and Sciences, is leading a team charged with capturing all course listings electronically on one data base, with the ability to print each section separately. His team includes representatives from all the schools, as well as employees from Information Systems.

After the rigorous process mapping exercise, Loew commended participants for their candor and energy.

"This presents a wonderful opportunity for making positive change in one crucial part of the University system," Loew said. "I commend you for looking at streamlining before a crisis hits. Many corporations in the United States did not make the effort to re-engineer while they were doing well and had to do it when things got tight." Loew is returning to campus in October to review the group's

progress.

Macias said the team should be proud of its efforts.

"This has been an exciting process," he said. "Streamlining student registration is critically important. But we are also learning how to work more efficiently, which is critical to Washington University's future. When we're done, we'll have something to be very proud of."

The process mapping team is now well into phase three. The original members meet monthly and have recruited other employees to sit on action teams and corollary committees. The Student Union and Graduate Professional Council are compiling lists of students interested in working on the action teams.

"Students are at the heart of the process," Yoak said. "We recognized that this is *student* registration after all."

Each team is setting a time line for their action items and Yoak said he anticipates that a much more efficient student registration process will be in place by next fall. Some of the team's long-term goals, like Hanebrink's efforts to design an electronic course directory, will take longer as everyone on campus does not have the same electronic capability.

To measure the success of process mapping, the registrar's office surveyed students after this fall's manual registration, which soon will be replaced by the new procedures. Another survey next fall will measure improvements.

When the "should be" map is in place, Yoak said Washington University's student registration process will be among the best in the nation.

"If this is as successful as we hope, we will be in an elite group of institutions in higher education," he said.

— Susannah Webb

... we are also learning
how to work more
efficiently, which is
critical to Washington
University's future.
When we're done, we'll
have something to be
very proud of."

— Edward S. Macias



The Tongans and Fijians have been very curious about the earthquake research being conducted on their islands. Above, a schoolmaster leads her class to one of the seismographs for "show and tell."

Islanders aid in earthquake research — from page 1

In September, Wiens and researchers at the Scripps Institute of Oceanography will embark from Brisbane, Australia, for an ocean research cruise through the southwest Pacific where he and the researchers will place 28 ocean bottom seismographs nearly three miles beneath the ocean for a more complete picture of the deep earth structure. The seismographs will be lowered inside a cage filled with computerized sensors. A big lead weight will be attached to the cage. In January, the researchers will retrieve the seismographs by sending an ultrasonic signal from the boat that releases the lead weight, allowing the rest of the package to surface with a treasure trove of seismic data.

"This is the first large-scale experiment of its kind, a ground-breaking study to understand the structure of this important subduction zone," Wiens said. "When you put the seismographs on the islands only, you're actually covering a small bit of the area. Most of the activity really is beneath the ocean."

All of the data collected from the seismographs will come back to the Washington University Department of Earth and Planetary Sciences. The island seismographs cost approximately \$40,000 apiece, and are available through IRIS (Incorporated Research Institutions in Seismology), a consortium of about 80 research institutions that pool resources to study seismology.

Wiens said the Tongans and Fijians are friendly, helpful and supportive of the Washington University work.

"The people are really very nice to work with," he said. "Most of them speak English — Fiji was a British colony until the early '70s — and the scientists there see our study as an opportunity to work with Western scientists and become familiar with the latest technology."

"The islands are really off the beaten path, fascinating places to visit and study. Both countries have felt a lot of earthquakes and have suffered some damage from earthquakes in the past. So, they're very interested, and are making key contributions toward gathering the data by monitoring the instruments, for instance, and analyzing some of the data to help understand the earthquake hazard in their countries."

Like students writing the traditional "back-to-school" theme, Wiens, Shore and Roth will draw upon loads of data to write scholarly papers on their findings once the data-collecting is finished.

"We're already in the process of writing a paper about the big, deep earthquake in March," Wiens noted. "This data should reveal more than we've ever known about the nature of deep earthquakes."

— Tony Fitzpatrick

Campus Watch

The following criminal incidents were reported to the Hilltop Campus Police Department Aug. 22-29. Readers with information that could assist the investigation of these incidents are urged to call 935-5555. This release is provided as a public service to promote safety awareness on campus.

Aug. 22

11:16 a.m. — A student's bicycle was reported stolen from the bicycle rack at Brown Hall sometime between 10:40 and 10:50 a.m.

1:56 p.m. — Eighteen sheets of plywood belonging to Wachter Construction Co. were reported stolen from the construction site west of Phi Delta Theta sometime between 4 p.m. Aug. 19 and 8 a.m. Aug. 22.

2:13 p.m. — A popcorn machine and plastic cart belonging to Filmboard were reported stolen from a storage closet on the first floor of Brown Hall sometime during the months of May, June and July.

3:21 p.m. — A student's book bag was reported stolen from the Campus Bookstore in Mallinckrodt Center sometime between 2:21 and 3:21 p.m.

Aug. 23

12:17 p.m. — A tool (conduit bender) belonging to the Department of Facilities Planning

and Management was reported stolen from the department's zone office in the lower level of Eliot Hall sometime between 2:30 p.m. Aug. 19 and 8 a.m. Aug. 22.

Aug. 25

11:27 a.m. — A slender black male around 17 years of age exposed himself to a female student on the second level patio of Shepley Residence Hall at 10:30 a.m.

Aug. 26

8:20 p.m. — A student's I.D. card was reported stolen from JKL Plaza in the South Forty sometime between 5:30 and 6 p.m.

Aug. 28

11:56 p.m. — The rear wheel of a student's bicycle was reported stolen from the bicycle rack on the north side of Givens Hall sometime between 10 p.m. Aug. 27 and 11:30 p.m. Aug. 28.

Introducing new faculty members

The following are new faculty members on the Hilltop and Medical campuses:

Nancy L. Bartlett, M.D., assistant professor of medicine and a Washington University alumna, comes from Stanford University in California, where she completed a postdoctoral fellowship in medical oncology. Her research focuses on clinical trials for non-Hodgkin's lymphoma and Hodgkin's disease. Bartlett received a bachelor's degree in chemical engineering from Stanford University in 1978 and a master's degree in chemical engineering in 1979 from the Massachusetts Institute of Technology in Cambridge. She received a medical degree in 1986 from the Washington University School of Medicine.

Irwin J. Kugelman, Sc.D., Walter E. Browne Professor of Environmental Engineering, comes from Lehigh University in Bethlehem, Pa., where he was chair of the civil engineering department. He also directed the university's Environmental Studies Center. His research interests include wastewater management. He received a bachelor's degree in civil engineering in 1958 from The Cooper Union for the Advancement of Science and Art in New York and a master's degree and doctorate in sanitary engineering from the Massachusetts Institute of Technology in Cambridge in 1960 and 1963.

For The Record

For The Record contains news about a wide variety of faculty, student and staff scholarly and professional activities.

Of note

Photographs taken by **Matt Gainer**, a senior in photography, are part of an exhibit titled "Fresh Eyes: Three Saint Louis Photographers" on display at the Stein Gallery in Clayton. The exhibit runs through Sept. 16. ...

Alison Goate, Ph.D., associate professor of genetics in psychiatry and of genetics, received a \$332,275 five-year grant from the National Institute on Aging for a project titled "A Genetic Approach to the Etiology of Alzheimer's Disease." ...

James D. Hess, Ph.D., visiting professor of marketing, and **Glenn E. Mayhew, Ph.D.**, assistant professor of marketing, won first place in the Marketing Science Institute's research competition titled "Challenges and Opportunities for Direct Marketing." Their research focused on merchandise return policies and the development of new methodologies of using customer data bases to forecast returns and diagnose their sources. The competition was sponsored by The Direct Marketing Association and The Direct Marketing Educational Foundation. ...

Paul Michael Lützel, Ph.D., Rosa May Distinguished University Professor in the Humanities and director of the Center for Contemporary German Literature and the European Studies Program, has been elected a corresponding member of the Akademie der Wissenschaften und der Literatur (Academy of Science and Letters) in Mainz, Germany. Founded in 1949, the organization is the only national academy in Germany. It encompasses scientific, humanistic, social science and literary activities.

Speaking of

At the European Symposium on Pediatric Cochlear Implantation held in Montpellier, France, **Ann E. Geers, Ph.D.**, director of clinical services at the Central Institute for the Deaf (CID) and associate professor of psychology in the Department of Speech and Hearing at CID, presented two papers. They were titled "Assessing the Benefits of Cochlear Implants in an Oral Education Program" and "Impact of the Cochlear Implant on the Educational Setting." ...

Stephen H. Legomsky, J.D., D.Phil., Walter D. Coles Professor of Law, gave a presentation on "Goals and Methods in Immigration Law Teaching" to immigration professors meeting in Albuquerque, N.M. ...

David J. Pittman, Ph.D., professor emeritus of psychology, presented a plenary

session paper on "Wine and the Mediterranean Diet: Social and Cultural Perspectives" during the World Conference on Wine and Health sponsored by Oldways Preservation and Exchange Trust in San Francisco. In addition he was the recipient of the Society of the Medical Friends of Wine's last biennial Wine Research Award.

On assignment

Alfreda Brown, director of the Career Center, was elected vice-chair of the Midwest College Placement Association's Liberal Arts and Sciences Group and of the group's Research Committee for 1994-95. In addition, she was selected to co-chair the association's fall 1996 conference, which will be held in St. Louis. ...

Stephen A. Wexler, M.D., assistant professor of clinical ophthalmology and visual sciences, was installed as president of the Missouri Ophthalmological Society.

Guidelines for submitting copy:

Send your full name, complete title, department, phone number and highest-earned degree, along with a typed description of your noteworthy activity to For The Record, c/o Carolyn Sanford, Campus Box 1070, or p72245cs@wuvmd.wustl.edu. Items must not exceed 75 words. For information, call Sanford at 935-5293.

School of Medicine faculty members receive promotions

The following School of Medicine faculty received promotions effective July 1, 1994, unless otherwise noted. These promotions were on record as of July 31, 1994. The faculty with an asterisk next to their names were promoted with tenure.

Paul M. Allen to professor of pathology; **Cynthia Arfken** to research assistant professor of biostatistics (also research assistant professor of medicine) (Jan. 1, 1994); **Anna M. August** to assistant professor of pediatrics (July 1, 1993); **Gerald N. Bart** to assistant professor of clinical otolaryngology; **Susan L. Baumer** to assistant professor of clinical pediatrics; **Harold F. Bennett** to assistant professor of radiology (Jan. 1, 1994); **Elisa H. Birnbaum** to assistant professor of surgery (Jan. 1, 1994); **Alex Brown** to research associate professor of medicine; **Robert Bruce** to associate professor of clinical medicine;

Harold Burton to professor of cell biology and physiology (also professor of neurobiology) (Oct. 31, 1993); **Douglas W. Carlson** to assistant professor of pediatrics; **Shih-Chung Chang** to assistant professor of clinical obstetrics and gynecology (Jan. 1, 1994); **Randall A. Clary** to assistant professor of otolaryngology; **Ray E. Clouse** to professor of medicine; **F. Sessions Cole** to professor of cell biology and physiology (Oct. 31, 1993); **Michael T. Connor** to assistant professor of anesthesiology (also instructor in anesthesiology in pediatrics) (July 1, 1993); **Philip L. Custer** to associate professor of ophthalmology and visual sciences (July 1, 1993); **John S. Daniels** to associate professor of clinical medicine; **Rand E. Dankner** to assistant professor of clinical medicine (July 1, 1993);

Elaine Davis to research assistant professor of cell biology and physiology (Oct. 31, 1993); **Ray S. Davis** to assistant professor of clinical pediatrics; **Joan C. Downey** to assistant professor of pediatrics (July 1, 1993); **James Duncan** to assistant professor of radiology; **John Ellena** to assistant professor of clinical medicine; **Jay S. Epstein** to assistant professor of clinical pediatrics; **Keith C. Fischer** to associate professor of radiology (Jan. 1, 1994); **Florentina U. Garcia** to assistant professor of clinical pediatrics; **Fred W. Gaskin** to associate professor of clinical psychiatry; **Elliot F. Gellman** to professor of clinical pediatrics;

Deborah J. Gersell to professor of pathology; **Anne C. Goldberg** to associate professor of medicine; **Mae E. Gordon** to associate professor of ophthalmology and visual sciences (also professor of biostatistics) (Dec. 3, 1994); **Prabhat C. Goswami** to assistant professor of radiology (May 1, 1994); **Irene L. Graham** to assistant professor of pediatrics (also instructor in medi-

cine); **Barbel Holtman** to associate professor of anesthesiology (July 1, 1993); **Mohammad Jahanzeb** to assistant professor of medicine (July 1, 1993); **Joseph A. Kahn** to assistant professor of clinical pediatrics; **Osami Kanagawa** to associate professor of pathology (also research professor of medicine); **Robert Karsh** to professor of clinical medicine;

Cynthia Z. Kenneally to assistant professor of ophthalmology and visual sciences (Jan. 1, 1994); **Robert M. Kennedy** to assistant professor of pediatrics (Nov. 1, 1993); **Saad Khojasteh** to assistant professor of clinical psychiatry; **Shirley M. Knight** to assistant professor of clinical pediatrics; **Lawrence M. Kotner Jr.** to associate professor of radiology (Jan. 1, 1994); **Robert Kraetsch** to adjunct associate professor of medicine; **Katherine Kreusser** to assistant professor of clinical pediatrics; **Elaine S. Krul** to adjunct associate professor of medicine (Feb. 12, 1994); **Richard L. Lazaroff** to associate professor of clinical pediatrics; **Barry Light** to assistant professor of clinical pediatrics;

David L. Lohmeyer to assistant professor of clinical pediatrics; **Douglas M. Lublin** to associate professor of pathology (also associate professor of medicine); **Rodney P. Lusk** to associate professor of otolaryngology in pediatrics (also associate professor of otolaryngology) (Sept. 1, 1993); **Mark Manary** to assistant professor of pediatrics; **Philip L. Martin** to associate professor of clinical otolaryngology; **Scott McCormick** to assistant professor of clinical psychiatry; **Joseph K. McKinney** to associate professor of psychiatry (July 1, 1993); **Jeffrey D. Milbrandt** to professor of pathology (also professor of medicine); **Scott A. Mirowitz** to associate professor of radiology (Jan. 1, 1994); **Laura E. Mitchell** to research assistant professor of biostatistics (July 1, 1993);

Jeffrey F. Moley to associate professor of surgery, general surgery; **Eugenia P. Molleston** to assistant professor of pediatrics (Jan. 1, 1994); **Mary Ann Montgomery** to associate professor of clinical psychiatry; **Nathaniel H. Murdock** to assistant professor of clinical obstetrics and gynecology (Jan. 1, 1994); **Kenneth M. Murphy** to associate professor of pathology; **Kevin J. Murphy** to associate professor of clinical pediatrics; **David G. Mutch** to associate professor of obstetrics and gynecology (Jan. 1, 1994); **Rashmi Nakra** to associate professor of clinical psychiatry; **Homer E. Nash Jr.** to professor of clinical pediatrics; **Elliot C. Nelson** to assistant professor of psychiatry; **Thomas Nowotny** to assistant professor of clinical psychiatry;

Alice Pentland to associate professor of molecular biology and pharmacology (also associate professor of medicine, dermatol-

ogy) (Sept. 1, 1993); **J. Mark Petrash** to associate professor of ophthalmology and visual sciences (also associate professor of genetics) (Dec. 3, 1994); **Anne Pittman** to assistant professor of clinical medicine; **Steven I. Plax** to professor of clinical pediatrics; **Charles G. Pond** to assistant professor of anesthesiology (July 1, 1993); **Daniel Potts** to associate professor of clinical medicine; **Michael Province** to associate professor of biostatistics; **Daniel D. Pugh** to associate professor of psychiatry (July 1, 1993); **Sasanka Ramanadham** to research assistant professor of medicine; **William R. Reinus** to associate professor of radiology (March 4, 1994);

William M. Riedesel to associate professor of clinical psychiatry; **Elaine Riegle** to assistant professor of anesthesiology (July 1, 1993); **Jon H. Ritter** to assistant professor of pathology; **Tracy L. Roberts** to assistant professor of radiology (July 1, 1993); **Joan L. Rosenbaum** to assistant professor of pediatrics (July 1, 1993); **William J. Ross** to associate professor of clinical pediatrics; **Kevin A. Roth** to associate professor of pathology (also associate professor of molecular biology and pharmacology); **Martin D. Rudloff** to assistant professor of clinical pediatrics;

Jeffrey E. Saffitz to professor of pathology (also professor of medicine); **Richard B. Schuessler** to research associate professor of surgery (May 1, 1994); **Angela M. Sharkey**

to assistant professor of pediatrics; **James M. Shear** to assistant professor of anesthesiology (July 1, 1993); **Donald Skor** to associate professor of clinical medicine; **Iris E. Soliman** to assistant professor of anesthesiology (July 1, 1993); **Robert D. Steiner** to assistant professor of pediatrics; **Gregory Storch** to professor of pediatrics (also professor of medicine and associate professor of molecular microbiology); **Barbara Swarzenski** to assistant professor of psychiatry, child psychiatry; **Carol A. Tershak** to assistant professor of medical psychology in psychiatry; **Catherine Tripp** to assistant professor of pediatrics; **John W. Turk** to professor of medicine (also professor of pathology);

Michelle Van Eerdewegh to associate professor of psychiatry, child psychiatry (July 1, 1993); **Ge Wang** to assistant professor of radiology (Jan. 1, 1994); **Robert H. Waterston** to professor of neurobiology (also James S. McDonnell Professor of Genetics) (July 1, 1993); **Marc E. Weber** to assistant professor of clinical pediatrics; **Leonard Weinstock** to assistant professor of clinical medicine; **Carey I. Weiss** to associate professor of anesthesiology (July 1, 1993); **Lynn K. White** to assistant professor of medicine (July 1, 1993); **Karen M. Wickline** to assistant professor of pediatrics (July 1, 1993); **Mitchel L. Wolf** to associate professor of ophthalmology and visual sciences (Sept. 1, 1993); and **Christopher Wuerz** to assistant professor of clinical psychiatry.

Obituaries

Former dean Ross M. Trump dies at 82

Ross M. Trump, Ph.D., former dean of the School of Business, died of a respiratory ailment Aug. 13 at his home in Fort Myers, Fla. He was 82.

Trump was dean of the business school from 1954 until 1968. During his tenure, he established the Graduate School of Business Administration and oversaw the school's accreditation by the American Association of Collegiate Schools of Business (AACSB).

Trump, who was reared in Ohio and Indiana, joined Washington University in 1949 as a marketing professor and was appointed dean in 1954. He received his undergraduate, graduate and doctoral degrees from Ohio State University.

Trump's professional affiliations include serving as president of the American Marketing Association's St. Louis chapter and of the AACSB. He also was chair of the St. Louis Police and Fireman's Retirement Board and the Kirkwood Presbyterian Church's board of



Ross M. Trump

trustees. He served as a consultant for various businesses, including International Shoe Co., Southwestern Bell Telephone Co., Emerson Electric Co. and Monsanto Chemical Co. In 1977 Trump retired and moved

with his wife, Florence, to Florida.

In addition to his wife, Trump is survived by two daughters, Cynthia Coyle of Hilton Head, S.C., and Barbara Nudelman of Portsmouth, Va.; and five grandchildren.

Memorial contributions may be made to the Cypress Lake Presbyterian Church, 8260 Cypress Lake Drive, Fort Myers, Fla., 33919.

Opportunities & personnel news

Hilltop Campus

The following is a list of positions available on the Hilltop Campus. Information regarding these and other positions may be obtained in the Office of Human Resources, Room 126 North Brookings Hall, or by calling 935-5990. Note: All positions require three letters of recommendation.

Librarian, Part time

950013. *George Warren Brown School of Social Work*. Requirements: Master's degree; experience with social work reference sources; knowledge of on-line searching, preferably RRS and Psylit on Silverplatter. Resume required.

Word Processing Operator, Part time

950020. *George Warren Brown School of Social Work*. Requirements: High school graduate, some college preferred; typing 50 wpm with accuracy; ability to proofread own work; transcription experience; above average knowledge of English grammar and spelling; ability to train personnel; pleasant telephone manner; ability to work with students, faculty, administrators and staff under minimal supervision. Clerical tests required.

Senior Project Leader

950021. *Computing and Communications*. Requirements: Five years data processing experience; proven ability to design, program and install major data processing systems; proven ability to lead others in data processing project development; proven ability to design, write and install MANTIS and COBOL; IBM mainframe and personal computer experience desirable. Resume required.

Production Coordinator/Assistant Designer

950022. *Medical Public Affairs*. Requirements: Bachelor's degree in a related field preferred; professional experience preferred; skill and interest in project management; familiarity with desktop publishing; ability to work well with others and to achieve objectives with minimal supervision; excellent organizational skills and the ability to achieve objectives with minimal supervision. Resume required.

Project Coordinator

950023. *George Warren Brown School of Social Work*. Requirements: Bachelor's degree; strong communication and interpersonal skills; ability to organize and work under pressure; typing 50 wpm with accuracy; knowledge of American Indian culture preferred. Clerical tests required.

Sales Associate

950030. *Campus Stores*. Requirements: Good customer relations; ability to stand, lift display merchandise; organizational skills; flexibility; cashiering experience; typing 20 wpm with accuracy; willingness to work evenings and weekends. Clerical tests required.

Client Services Specialist

940031. *Academic Computing Network*. Requirements: High school graduate with business school or comparable experience; excellent interpersonal skills and willingness to work with students and student employees; user of computer systems, such as Macintosh, DOS, MS-Windows, UNIX; experience with networked computers, LANS; comfortable with rapidly changing technical environment; typing 35 wpm with accuracy. Clerical tests required.

Administrative Assistant/Alternate Workflow Coordinator

950032. *John M. Olin School of Business*. Requirements: Secretarial school or some college preferred; some knowledge of word processing packages — Microsoft Word and Pagemaker on the Macintosh, and Word Perfect, Microsoft Word and Windows; good communication and interpersonal skills; ability to work independently; typing 55 wpm with accuracy. Clerical tests required.

Departmental Secretary

950037. *Major Gifts*. Requirements: Some college or other research-related experience; strong capacity to use on-line data bases and library-related information sources; typing 50 wpm with accuracy; proofreading skills; capacity to conduct and keep track of several jobs at once; a flair for detail; good verbal and written communication skills; professional telephone skills. Clerical tests required.

Administrator, Center for Mental Health Services Research

950039. *George Warren Brown School of Social Work*. Requirements: Master's degree in social work or related master's degree; knowledge of mental health services; excellent written and verbal communication skills; administrative competence; experience in grant writing; knowledge of the research process; two years professional experience, preferably in a management capacity in mental health. Resume required.

Special Projects Assistant

950042. *Olin Library*. Requirements: Two years of college-level study or equivalent work experience; ability to work with details in an organized and accurate manner; physical stamina; typing 35 wpm with accuracy; ability to work in a rapidly changing environment under deadline; ability and flexibility to perform a wide variety of duties with the possibility of working evening and/or weekend hours; library work experience desirable; computer word processing and data entry skills desirable. Clerical tests required.

Technical Sales Specialist

950047. *Campus Stores*. Requirements: Some college; knowledge of personal computers and popular software; experience using a variety of microcomputer peripherals, such as modems and printers; physical ability to lift system components; ability to work evenings and Saturdays. Resume required.

Library Service Assistant

950048. *Law Library*. Requirements: High school graduate, some college preferred; library technical services experience; typing 30 wpm with accuracy. Clerical tests required.

School Accountant

950049. *Accounting Services*. Requirements: Undergraduate degree in accounting or finance and/or a Certified Public Accountant; master's degree in business administration is a plus; several years of public accounting experience, excellent accounting skills and a working knowledge of GAAP; three to five years of fund accounting experience, preferably in a complex university environment; an analytical mind with a high degree of intelligence and the ability to "think on his/her feet"; experience working with local area networks and personal computers; proficiency in word processing, spreadsheet and data base management software; excellent interpersonal skills; a service-oriented communicator who is accessible and a team player; self-motivated, driven by the need to succeed. Resume required.

SIS Systems Assistant

950050. *University Registrar*. Requirements: Four years college, bachelor's degree preferred. Duties: Understand and maintain systems files within the Student Information data base pertaining to classes, titles, registration and grade processing operations; serve a "Help Desk" function university-wide to deans and departmental offices; coordinate operations between the schools and the Registrar's Office specifically related to improving and maintaining course directories. Clerical tests required.

Seismic Deployment Coordinator, Part time

950052. *Department of Earth and Planetary Sciences*. Requirements: Bachelor's degree; knowledge of SUN and Macintosh computer systems; familiarity with principles of seismology. Resume required.

Operation Clerk I, Part time

950053. *Computing and Communications*. Requirements: High school graduate; good physical health (ability to safely handle a loaded two-wheel dolly up and down stairs); ability to work required extra hours, weekends and shift changes. Scheduled work week runs Tuesdays through Saturdays. Application required.

Administrative Assistant

950058. *School of Law*. Requirements: Some college; experience with DOS-based computers and WordPerfect software preferred; experience with Windows and Aldus Pagemaker preferred; excellent grammar, spelling and punctuation skills; good filing, organizational and coordination skills; strong attention to detail; ability to work independently; some experience planning social events and working with caterers preferred; typing 50 wpm with accuracy. Clerical tests required.

Medical Campus

The following is a partial list of positions available at the School of Medicine. Employees who are interested in submitting a transfer request should contact the Human Resources Department of the medical school at 362-4920 to request an application. External candidates may call 362-7195 for information regarding application procedures or may submit a resume to the Human Resources office located at 4480 Clayton Ave., Campus Box 8002, St. Louis, Mo., 63110. Please note that the medical school does not disclose salary information for vacancies, and the office strongly discourages inquiries to departments other than Human Resources.

Secretary III

950087-R. *Radiology*. Requirements: High school graduate or equivalent; three years secretarial experience in business math, recordkeeping and personal computers; library research experience; typing 50 wpm.

Technical Writer/Editor

950089-R. *Surgery*. Requirements: Bachelor's degree, master's degree or Ph.D. preferred; experience in National Institutes of Health grant writing in biomedical sciences. Project will last from September 1994 to January 1995.

Medical Secretary I

950097-R. *Pediatrics*. Schedule: Part time, 20 hours per week, Tuesdays, Wednesdays and Thursdays. Requirements: High school graduate or equivalent; two years office experience in a medical environment; knowledge of medical terminology preferred; knowledge of WordPerfect; typing 65 wpm.

Supervisor, Clinical Office

950099-R. *Otolaryngology*. Requirements: High school graduate or equivalent; five years progressive work-related experience; college or technical training preferred; supervisory experience; WordPerfect experience preferred; typing 40 wpm. Position is located at West County office.

Secretary I

950100-R. *Pharmacology*. Schedule: Part time, 30 hours per week, 9 a.m.-3 p.m. Mondays through Fridays. Requirements: High school graduate or equivalent; some office experience preferred; knowledge of WordPerfect; typing 50 wpm.

Manager of Administrative Service

950112-R. *Neurology*. Requirements: Bachelor's degree in business, hospital administration or public administration; at least one year administrative and supervisory experience; knowledge of University accounting systems; experience in grant applications and grant budgeting preferred.

Clerk Typist II

950120-R. *Risk Management*. Schedule: Part time, 24 hours per week, 8 a.m.-5 p.m. Mondays, Wednesdays and Fridays. Requirements: High school graduate or equivalent with one year related experience, some college preferred; ability to transcribe legal and medical dictation; typing 50 wpm; experience with WordPerfect 5.1.

Secretary II

950124-R. *Radiology*. Requirements: High school graduate or equivalent; some clerical experience; word processing and spreadsheet experience; typing 50 wpm. Position is located at Barnes-St. Peters.

Phlebotomist

950129-R. *Pediatrics*. Schedule: Part time, 16 hours per week, Saturdays and Sundays with rotating shift hours. Requirements: High school graduate or equivalent with pediatric phlebotomy experience; phlebotomy certification preferred.

Medical Secretary I

950131-R. *Psychiatry*. Schedule: Part time, 20 hours per week, flexible hours. Requirements: High school graduate or equivalent; secretarial experience or college course work; knowledge of medical terminology; experience with Macintosh and Microsoft Word; typing 60 wpm.

Q & A

Q&A provides an opportunity for faculty and staff to have their questions about the University answered by the appropriate administrators. Employees are encouraged to submit questions of broad interest to Q&A, c/o Susannah Webb, Campus Box 1070, or p72245sw@wuvmd.wustl.edu. Though employee questions will appear anonymously in the Record, please submit your full name, department and phone number with your typed question. For information, call Webb at 935-6603.

Q: What is service training? How can I get involved?

A: Service training is a program designed to help Washington University staff members become more efficient and effective at their jobs. Eventually, every staff member will have the opportunity to be trained in the principles of this "Service for Success" program.

"Service for Success" is a training program developed by Mary Ammerman, a service training consultant with Ammerman Associates Inc., and a group of Washington University employees. The program focuses on four areas: service, communication, managing communication and handling difficult situations. Fifty employees attended pilot sessions last February.

In April, 20 members of the original group were selected to attend "Train the Trainer" sessions. These sessions involved three days of intense training, communicating, coaching and practicing. During the sessions, the future trainers practiced facilitation skills, prepared teaching materials and presented their sessions to each other.

In June, July and August, our trainers began training individuals from areas that serve students: housing, food service, student accounting, student financial services, registrar, campus police, campus stores and transportation.

Soon, a general announcement will invite other employees to sign up for service training. Sessions will last from 9 a.m. to noon for five days. After each session, trainers will explain how other staff members can get involved in the "Train the Trainer" program.

—Tena E. Combs, "Service for Success" coordinator.